



Large Scale Incident Management

*A small town plan to solve
a Big City problem*



The Town of Apex

- Small town in Triangle area of North Carolina
- Population of 32,000 (growing at 3.5 people per day)
- Originally, a Bed and Breakfast community of RTP
- Full service city providing all municipal services



The Apex Fire Dept.

- Operates 3 fire stations
- Staff of 27 FTE's, 12 Part time and 15 vol.
- Operate 3 Engines and 1 Tower 24/7
- Provides Fire, EMS, Haz. Mat. and Rescue
- Responsible for protection of 66.4 sq. mi.
- Provide service to 42,000+ populus



The Apex Plan

- Original plan was 20+ years old
- Fire Chief being responsible for EM in Apex, re-writes original plan to be more responsive to present day concerns.
- December 2002, ice storm emphasizes need – large sub-station fire
- Fire Chief defines first ever shelter considerations for Town of Apex



Initial Town EM Plan

- Fire Department implements new Emergency Plan, Council approves
- Town Community shelter becomes 24 hr. reception center for emergencies
- New Fire Station 3 is outfitted to serve as Town EOC
- Training begins on the plan



Training to the Plan

- Three fire personnel sent to T-T-T Unified Command and Control program
- All fire personnel trained in UCC
- All law enforcement personnel trained in UCC
- Police and Fire begin using ICS on all operations (explain fire dept. had used ICS prior to this training)



NIMS Issues

- July 2005 Fire Chief requires all personnel to certify to I-100, I-200, I-700 and 800
- Fire Dept. staff trains Police Dept. to same level as fire personnel
- Public Utilities personnel trained to I-100 level
- All other department heads, including Town Council trained to I-700 level



EOP Re-write

- May 2006, Town of Apex applies for and receives a grant to re-write EOP to NIMS compliance
- Fire Chief working with Beck Disaster Recovery Group re-writes Town of Apex EOP to NIMS compliance
- All departments trained on new plan implementation

Daily Use of IAP

- Fire Chief requires all Shift Commanders to complete a daily I 204 form
- This allows personnel familiarization with forms and concept for use

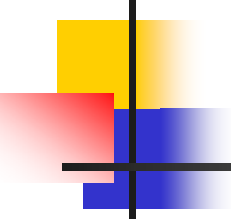
1. Incident Name: December 17, 2006		2. Operational Period (Date/Time) From: 0745-0800		ASSIGNMENT LIST ICS 204-OS
3.		4. Division/Group Fire Department		
5. Operations Personnel		Name	Affiliation	Contact # (s)
		Battalion Chief	Beasley	
		Captain	Coats	
		Division/Group Supervisor: Maynard, Cirasole (acting)		
6. Resources Assigned This Period "X" indicates 204a attachment with special instructions				
Assigned Company Personnel	OIC	Contact info. #	# of Persons	Notes/Remarks
Coats, Bass, Arnett, Bond	Coats	Engine 3	4	Bond (24 hr duty crew)
Cirasole, Davis, Haraway	Cirasole	Engine 2	3	Haraway out from 11:15-1700
Maynard, Witmer, Hillen	Maynard	Engine 1	3	
Woody, Cotten	Woody	Ladder 3	2	
Thompson, Silver				(0800-1800)
Bond			1	(24 hrs)
7. Assignments				
Station 3: Apparatus checks Engine 3, Ladder 3 Station 2: Apparatus checks Engine 2 Station 1: Apparatus checks Engine 1				
8. Special Instructions for Division/Group				
RT incident planning class 0800-1700				
9. Communications (radio and/or phone contact numbers needed for this assignment)				
Name/Function	Radio: Freq./System/Channel	Phone	Pager	
Emergency communications				
Medical	Evacuation	Other		
10. Prepared By (Resources Unit Leader)		Date/Time	11. Approved By (Planning Section Chief)	
Battalion Chief Beasley		12/17/2006 0800 hrs		
ASSIGNMENT LIST		June 2000	ICS 204-OS	



EQ Enviromental

- Built in 1988 as EnviroChem
- Operated until EQ takes over in 2002
- EQ permitted as Type I Haz. Waste Facility
- Governed under RCRA
- Did not require Tier II reporting
- No fire suppression systems
- Handled commercial Haz. Waste

October 5, 2006

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- This date is significant
 - Fire Chief and Town Manager sign contract with Code Red for Town notification system
 - System allows for emergency notification for major events in town
 - *Conversation was "Great idea to implement this system in case anything did ever happen"*

The Event October 5th





2138 hours

- AFD dispatched to odor of Chlorine at Investment and Scheiffelin Rd.
- 2 Engine response with Chief Officer
- On arrival E 3 reports large vapor cloud
- Second alarm generated
- Car 1 arrives, assumes Command
- Realizes magnitude of event
- Begins Reverse 911 notification of citizens
- Request EM, Wake County Fire, Raleigh Haz. Mat.
- Orders initial Evac.



From Bad to Worse

- Second Recon Team enters area to determine Plume origin
- Reports source is EQ
- Within minutes reports, warehouse on fire, NO!!!, Fire through roof.
- Car 1 orders recon to relocate to safe haven
- Recon reports they are cut off and have rescued 1 victim, moving to Dream Sports Arena
- General alarm activated, recalling all personnel

Command Post Moves

- This was the first of 4 re-locations
- Due to expanse of fire and explosions, CP moves 4 blocks uphill from Industrial Corridor
- Law Enforcement actively evacuating ahead of Plume



CP Forced Move 2 More Times

- Due to changing winds and continued large explosions, CP moves $\frac{1}{4}$ mile from site
- Media area established adjacent to CP
- Level II staging set up



Formal CP Established

- Command Staff are Identified
- Command goes to Unified Command
- Level II staging set up to receive resources
- Elected Officials briefed
- EOC opened



Situation Escalates

- Evacuations continue
- First 7 blocks Sheltered in Place
- Shelter 1 relocated to local Elementary School
- Second Shelter opened
- EOC forced to relocate



Initial Briefing with Elected Officials

- Meeting with Town Manager, Elected Officials and Police Chief
- Initial Plan is that we will lose a city block
- At least 22 blocks affected by plume
- Town Hall and EOC gone
- Fire stations 1 and 3 gone
- Local government shut down



Plume Continues to Expand

- Second shelter opens
- Decision made to close 911 center
- Mobile Comm. Truck activated
- Airspace closed over Apex
- CSX RR shut down
- Red Cross assisting with shelters





Importance of Media

- Media site established adjacent to CP
- PIO briefed and reporting to media hourly
- Media scrolling evac. messages
- Planning Section established to develop first 12 hour plan
- CAP contacted to provide fly over
- NCDENR providing perimeter monitoring

Nursing Home Evac. Begins

- Medical Branch assigned to relocate patients
- 3 area hospitals receive pts.
- CFD and RFD set decon. at receiving hospitals
- 16 EMS units, 2 buses and 3 Engines



Some of Our Own Become Victims

- Police officers showing signs of exposure
- Firefighter exposed
- Manager briefed on responders exposed
- Responders go through decon for transport





More Problems

- Law Enforcement units on scene now contaminated
- Remaining patrol cars at 911 center inaccessible
- Low Pressure system develops to the West creating 180 degree wind shift
- CP must move for the 5th. time



5th. Relocation

- Command meets with staff to plan move
- Logistics creates plan
- Media notified
- Decision to move 2.2 miles from fire to vacant shopping center
- All units relocated
- New Media site opened, briefings continue
- Third shelter opened
- Shelters occupants informed
- Pet plan enacted

Relocation



Federal and State Resources Arrive

- NCDENR Toxicology Unit performing air samples
- Atlanta EPA Unit
- NCDOL
- ATF
- NCEM
- CDC
- Industrial FF Team



Initial Recon. of Site

- Friday, 10-6-06, 0959 – first entry team goes to site
- Recon. team samples site
- Recon. team identifies 3 substantial fires still remain



Continued Media Briefings

- New media site set up to handle influx of National Media
- Hourly briefings continue
- Schools closed
- No re-entry until fires are out
- Control points maintained



Firefighting Begins

- Haz. Mat. and local FF's work with Industrial Team to combat fires
- Containment built to contain run-off
- Fires extinguished 0050 hrs. 10-7-06

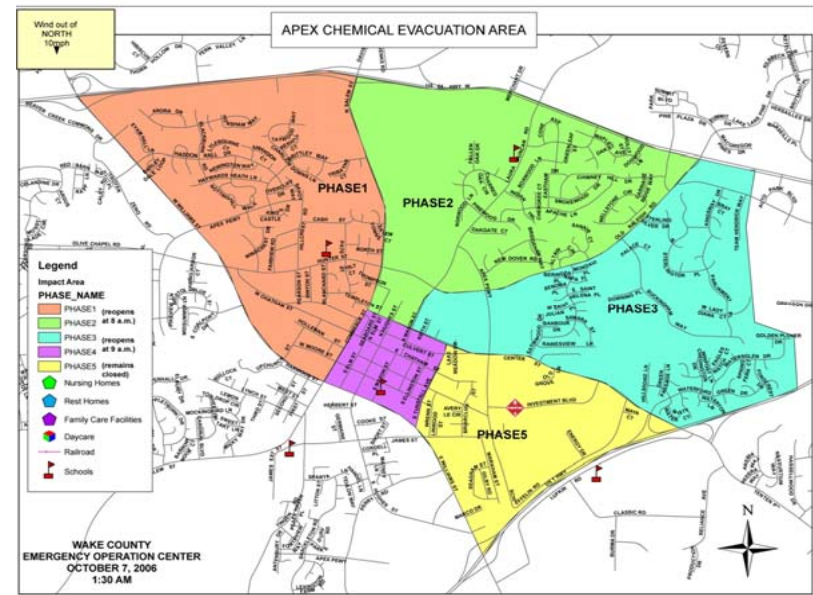


The Remains of a Disaster



Re-Entry

- Command transferred to Police Chief to facilitate re-entry
- Re-entry phased in to reduce confusion
- Demobilization begins
- Fire Department monitors site



From Start to Finish



- Initial call 10-5-06 2138
- Fire Command terminated 1700 10-7-06
- 17,000 citizens evacuated
- No fatalities
- No soil, water or air contamination



Lessons Learned

- Maintain good communications with on-scene personnel. IAP's many times did not reach operational personnel
- Think out of the box – use resources such as IT and GIS personnel
- Relieve staff positions so as not to overwork personnel



Lessons Learned Continued

- Maintain and track all cost through Finance Section
- Record all public support
- Assign aides to assist in data collection for Post Event Reporting
- Maintain all documentation



Special Thanks

- Apex Fire Personnel
- Apex Police
- All Apex department personnel
- All responding agencies who assisted with this event
- Apex governing body and Town Manager